

## Executive Summary

TransPar Group, Inc. was charged with comparing the Public versus Private provision of school bus service in the state of South Carolina. The Beaufort County School District was chosen for the case study as its service was provided by a large national vendor.

The methodology was straightforward. Certain operational data was collected and processed through a financial model used to forecast and budget school transportation costs. The resulting forecast of expenses was compared to the current contracted cost. The premium, if any, for private provision of service would be the difference. It was certainly conceivable that the District would actually save money by using a contractor.

Additionally, data was collected to gauge the level of service being provided the District. Based upon our analysis we found the routes to be efficiently planned but not consistently on time. The contractor suffers from a shortage of drivers and chronic absenteeism. It is our recommendation that school bell times could be changed which would sufficiently reduce the need for drivers in order to alleviate this problem.

Two factors made the forecast of expense difficult. First, the number of buses required to meet the demands of the system could not be readily quantified. Second, SDE supplies the liability insurance for the buses it provides the District. It is our judgment that a private provider likely retains liability insurance protection despite the provision of the same by the State. Therefore, any comparison must recognize the expense for the insurance program.

It is TransPar's conclusion that the Beaufort County School District is paying about \$350,000 to \$820,000 more than the expense the District would bear itself. The bulk of this range, some \$300,000, may be attributed to the fact that the number of buses required could not be exactly determined. To assure ride times whenever possible, remain under one hour, the district contracts for 12 buses more than the number funded by the state bring the total number to 145. It is TransPar's judgment that a fewer number of buses than 145 is required and that the district is paying a differential at the upper end of the range or at least \$500,000 per year. Aside from the insurance cited above, it is important to note that certain less tangible value is received from the contractor's company such as planning, training, routing, safety, payroll, human resources, etc. We have quantified the monetary expense for the District to provide those services and support at about \$175,000 annually.

A great deal of the stress on the system is the direct result of a driver shortage. TransPar judges that the contractor was at least 31 drivers short in May 2007. Under tab 6 may be found demographic data that would target such areas as Seabrook and Yemassee as likely areas to recruit drivers. Conversely, Bluffton and Hilton Head would be regions to avoid. However, it is TransPar's experience that in areas such as Beaufort the problem is more transportation "demand" related than driver "supply." A



“three tier” bell time policy as suggested in tab 8 would require significantly less buses, perhaps fewer than that currently funded by the state, therefore less drivers.

In conclusion, TransPar believes it is the District that must determine the worth of the value it receives. Sufficient support expertise in school transportation can be difficult to replicate despite the monetary resources available. Any decision to continue outsourcing or returning to public provision must include deliberate consideration of the management resources necessary to consistently provide service satisfactory to the patrons of the Beaufort County School District.



## DISCUSSION OF FINDINGS

TransPar Group, Inc. commenced its comparison of Private versus Public provision of school transportation in April 2007. The Beaufort County School District was selected as it is one of the only two systems within the state to utilize a contractor for the provision of the service.

The methodology for the study was straightforward. The various elements of school transportation were researched and quantified for the Beaufort County School District. The basic elements are:

- ✓ Fleet
- ✓ Management and Planning
- ✓ Drivers
- ✓ Service
- ✓ Insurance
- ✓ Operating Costs

Fleet: The state of South Carolina provides school buses to districts according to the state's estimate of the number of buses needed to transport eligible children in an efficient manner. The District may add buses at its own cost. The Beaufort County School District has contracted for an additional 12 buses over the state's allotment. This was made necessary to accommodate the board's policy that no child routinely ride more than one hour.

The provision of school buses by the state is somewhat unique. Regardless of Public or Private operation the District is relieved of the capital outlay of owning buses. The buses being provided by the contractor are considerably newer than the average age of the buses being provided by the state. The charge for the contractors' buses does include depreciation and interest.

Management and Planning: The staffing level provided by the contractor appears consistent with well run operations we have observed elsewhere. Our interaction with management was disappointing. Organization and responsiveness were lacking. Requests for operation information were often ignored and incomplete.

The most difficult part of the study was determining the number of buses required to operate the system. It was represented to us by management that 145 vehicles were required. As part of RouteYield™ (Tab 8) we initially collected data from only 101 buses. Apparently the rest of the drivers neglected or refused to complete the operations survey. After a great deal of research an additional 22 surveys were completed with the help and consensus of local management. This



translates into 123 total vehicles that were utilized including the twelve contracted for above the state allotment.

A driver shortage and chronic absenteeism creates a challenge for the vendor's management. In our opinion, a number of bus routes are being consolidated or 'doubled-up' each day to satisfy system demands. It may be concluded that the District seldom receives the number of bus routes that are contracted. A consistent number of routes short would be difficult to quantify.

The RouteYield™ determined that the routes on a whole are efficient. Time and capacity utilization rates were better than what we normally observe. This performance is probably driven by the strict enforcement of laws and regulations by state and the driver shortage. Management shared with us that the automated routing software had not been utilized for some time.

Drivers: Our research revealed a very difficult driver situation. The absentee rate is estimated to be 12% or about 16 drivers per day. The current driver roster lists 138 drivers. This means on a typical day only about 122 drivers are available for service. This would be consistent with the 123 buses operated on our survey day.

The historical turnover rate hovers at 50%. Such a high rate translates into a continuous battle to train and maintain a skillful driver force. While it might be expected that a substantial increase in wage rates and benefits would mitigate this condition it is our experience that such a strategy is only partially effective. Consistently TransPar has found that the surest path to a full driver force is to limit the number of drivers required by efficient routing and maintaining bell times to maximize vehicle utilization.

Service: Under **Tab 5** can be found the results of the principal survey. Satisfaction of building principals is a key indicator of quality.

The results were somewhat below what should be expected. Overall, only 75% of the categories were judged to be satisfied or better. The District should achieve 90%.

On-time performance was the largest contributor to less than satisfactory ratings. This condition is consistent with a shortage of drivers.

Insurance/Risk: In the financial analysis can be found an estimate of the contractor's liability cost at about \$76,000 per year. As the State provides liability insurance coverage for the buses provided by SDE, the District has a



considerable cost advantage in operating the SDE equipment rather than utilizing a contractor.

What is less clear is whether the private provider should accept the risk of not carrying its own insurance on the SDE buses. It is our judgment that insurance is likely left in place to protect the assets and ownership of the company.

Large national school bus companies typically have insurance programs with multimillion dollar umbrellas and a high retention (deductible) level. For a company of this size we would expect the deductible to be at least \$5,000,000 and possibly even higher. Therefore as losses occur reserves are posted to the location's financial statements. As settlement occurs the reserve is reconciled against the pay-out.

For purposes of this study an average cost per each contractor-supplied bus of \$3000 per year was assumed, and \$300 per year for SDE provided buses. This provides for a conservative comparison of the District's costs versus the contractor's cost.

Operating Costs: The bulk of operating costs beyond driver payroll are borne by the State in the form of maintenance and fuel regardless of the source of service provision. The contractor provided buses are charged at \$197.71 per bus per day. This expense must recover all attendant costs such as the driver, benefits, workers' compensation, supervision, and capital. This expense is included in the financial analysis as the District will likely have to provide some number of buses over the state allotment to fulfill their ride time policy.



## Financial Comparison

Details of the financial comparison may be found under **Tab 4**. Using the operations data from the RouteYield™ performed, a financial model was utilized to forecast costs for operating the system. The TransPar model has been developed over ten years and its primary function is to develop budgets.

Because the State supplies busses, maintenance, and fuel the analysis is relatively simple. Two key elements - the number of drivers required and average hours paid per day - were the direct result of RouteYield™. As noted elsewhere, the number of drivers required to deliver the service remains unclear. This is a critical concern because the contract provides 128 buses for a fixed annual cost. The District contracts for an additional 12 buses to fulfill its board's ride time policy. However, on the day the survey was taken, the apparent number of buses serving the district did not exceed the number as specified in the contract. If the service level and responsiveness is acceptable - as it has probably occurred throughout April - then the District could conclude that the supplemental buses are not necessary. However, as basis for cost comparisons we would recommend the State consider a range of costs since the exact number of buses could not be determined.

The average number of AM and PM service hours required for each driver each day (5.6) is somewhat high but is consistent with the hours required of most systems with two bell times. The number of rural routes contributes to a long day for drivers.

As noted elsewhere it is our judgment that a contractor cannot take the risk of assuming that the State's liability insurance will survive a legal challenge. Therefore, our model for determining the contractors cost includes an assumption that some coverage is secured on the SDE buses.

Comparing the school's budget for the 2006-07 base transportation costs to TransPar's cost model reveals the budgeted costs exceed the model by a range of as low as \$350,000 to as much as \$820,000. The variation is caused by the cost differential in operating as few as 127 route buses versus as many as 145 route buses. Theoretically, the difference between the budgeted costs and the cost model would be profit, a range of as low as 7% and as high as 19%. Additionally, the District is benefiting from a certain amount of corporate support and expertise, which is built into the contractor's costs. The expense of this value can reasonably be set at 5% or about \$175,000 annually.



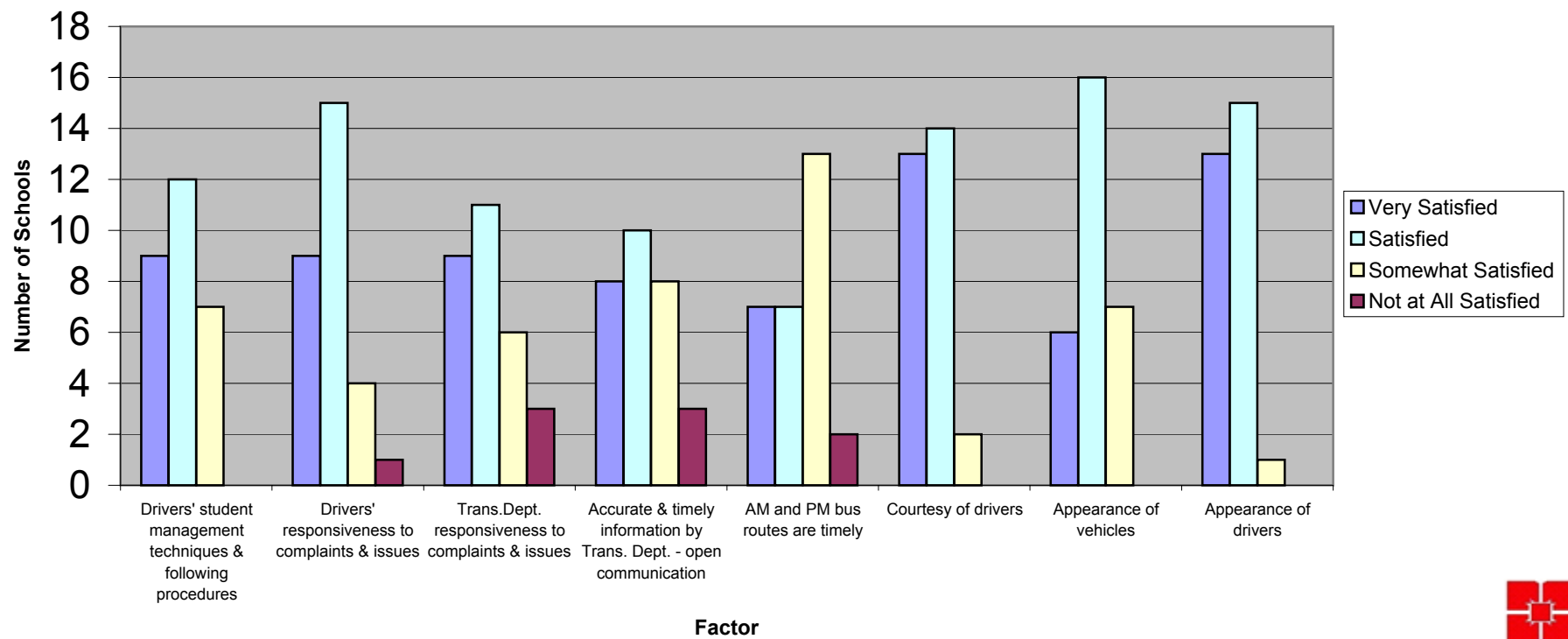
As the contractor is billing for services as if 140-145 route buses are being operated although fewer route buses than that are currently being operated daily, TransPar concludes that the cost differential is at the upper range of the analysis and the District is therefore paying a premium approaching the high end, or as much as \$820,000.

In our judgment the District must determine if the value it is receiving is worth the premium estimated above. Certainly at the lower level of the range the profit at 7% is reasonable given the contractor's risk and investment. The critical issue is the less tangible notion of value. The support that the District should receive in the areas of planning, training, safety, etc. can be difficult for Districts to replicate.



## Overall Results

All School Types





# Beaufort County School District

## Pupil Transportation Operating Cost Analysis - Contracted Services

	2007/08 Budget <u>High</u>	2007/08 Budget <u>Low</u>	Cost Model <u>High</u>	Cost Model <u>Low</u>
<b>Basic AM &amp; PM Service</b>				
Number of Buses Operated				
State Owned	128	128	133	115
Contractor Owned	17	17	12	12
Bus Operating Credit	-	(5)	-	-
Total Buses	145	140	145	127
Regular Route Operating Costs - Contracted	\$ 3,950,561	\$ 3,769,607	\$ 3,496,800	\$ 3,194,700
Less: Estimated Liability Costs	\$ 75,900	\$ 70,500	\$ 75,900	\$ 70,500
<b>Comparable Operating Costs</b>	<b>\$ 3,950,561</b>	<b>\$ 3,769,607</b>	<b>\$ 3,420,900</b>	<b>\$ 3,124,200</b>
<i>Difference vs Cost Model High</i>	\$ 529,661	\$ 348,707		
<i>Difference vs Cost Model Low</i>	\$ 826,361	\$ 645,407		
Less: Estimated Profit 7%	\$ 277,000	\$ 264,000	\$ 0	\$ 0
<b>Cost Only Comparable Operating Costs</b>	<b>\$ 3,673,561</b>	<b>\$ 3,505,607</b>	<b>\$ 3,420,900</b>	<b>\$ 3,124,200</b>
<i>Difference vs Cost Model High</i>	\$ 252,661	\$ 84,707		
<i>Difference vs Cost Model Low</i>	\$ 549,361	\$ 381,407		
<b>Adjusted for Proposed Additional Costs</b>				
Middays, Monitors & Year Round School	\$ 3,950,561	\$ 3,769,607	\$ 3,496,800	\$ 3,194,700
Potential All-In Operating Costs	\$ 1,441,844	\$ 1,441,844	not addressed	not addressed
	<b>\$ 5,392,404</b>	<b>\$ 5,211,450</b>		
Less: Estimated Profit 7%	\$ 377,000	\$ 365,000		
<b>All-In Pre Risk, Pre Profit Costs</b>	<b>\$ 5,015,404</b>	<b>\$ 4,846,450</b>		



# Beaufort County School District

## Pupil Transportation Pricing Details & Cost Extensions

	2007/08 Budget				2006/07 Per Billings			
<u>Base Transportation Services</u>	<u>Qty</u>	<u>Rate</u>	<u>Days</u>	<u>Fee</u>	<u>Qty</u>	<u>Rate</u>	<u>Days</u>	<u>Fee</u>
Contracted Service	128	\$ 144.63	180	\$ 3,332,275	128	\$ 139.87	180	\$ 3,222,605
Supplemental Buses	12	\$ 201.06	180	\$ 434,290	12	\$ 194.45	180	\$ 420,012
Contractor Owned Buses	5	\$ 204.44	180	\$ 183,996	5	\$ 197.71	180	\$ 177,939
Total Contracted Costs				\$ 3,950,561				\$ 3,820,556
Credit for Supplemental Buses	(5)	\$ 201.06	180	\$ (180,954)	(5)	\$ 194.45	180	\$ (175,005)
Total Base Transportation Costs				\$ 3,769,607				\$ 3,645,551
<u>Proposed Supplemental Recurring Services</u>								
Mid-Day	14	\$ 47.18	180	\$ 118,894	13	\$ 45.62	180	\$ 106,751
Year Round Service Days	38	\$ 94.00	25	\$ 89,300	39	\$ 90.91	25	\$ 88,637
Additional Monitors (5 hrs/day (4 in 06/07))	18	\$ 19.88	180	\$ 322,056	9	\$ 19.23	180	\$ 124,610
Mid-Day Monitors	14	\$ 39.76	180	\$ 100,195	13	\$ 38.46	180	\$ 89,996
Total Supplemental Transportation				\$ 630,445				\$ 409,995
Additional Title 1 NCLB	5	\$ 201.06	180	\$ 180,954	2	\$ 139.87	180	\$ 50,353
Total Supplemental & Program Services				\$ 811,399				\$ 460,348
Total Proposed Base & Recurring Services				\$ 4,581,006				\$ 4,105,899
<u>Extra Services</u>								
After School Programs				\$ 125,000				\$ 125,000
Summer School				\$ 75,000				\$ 75,000
Total Proposed Annual Operating Costs				\$ 4,781,006				\$ 4,305,899
<u>Hazardous Routes</u>				\$ 125,000				\$ 125,000
Total Potential Operating Costs				\$ 4,906,006				\$ 4,430,899



BEAUFORT COUNTY SCHOOL DISTRICT Public Schools AM Resource Utilization Timeline

SCHOOL TYPES	
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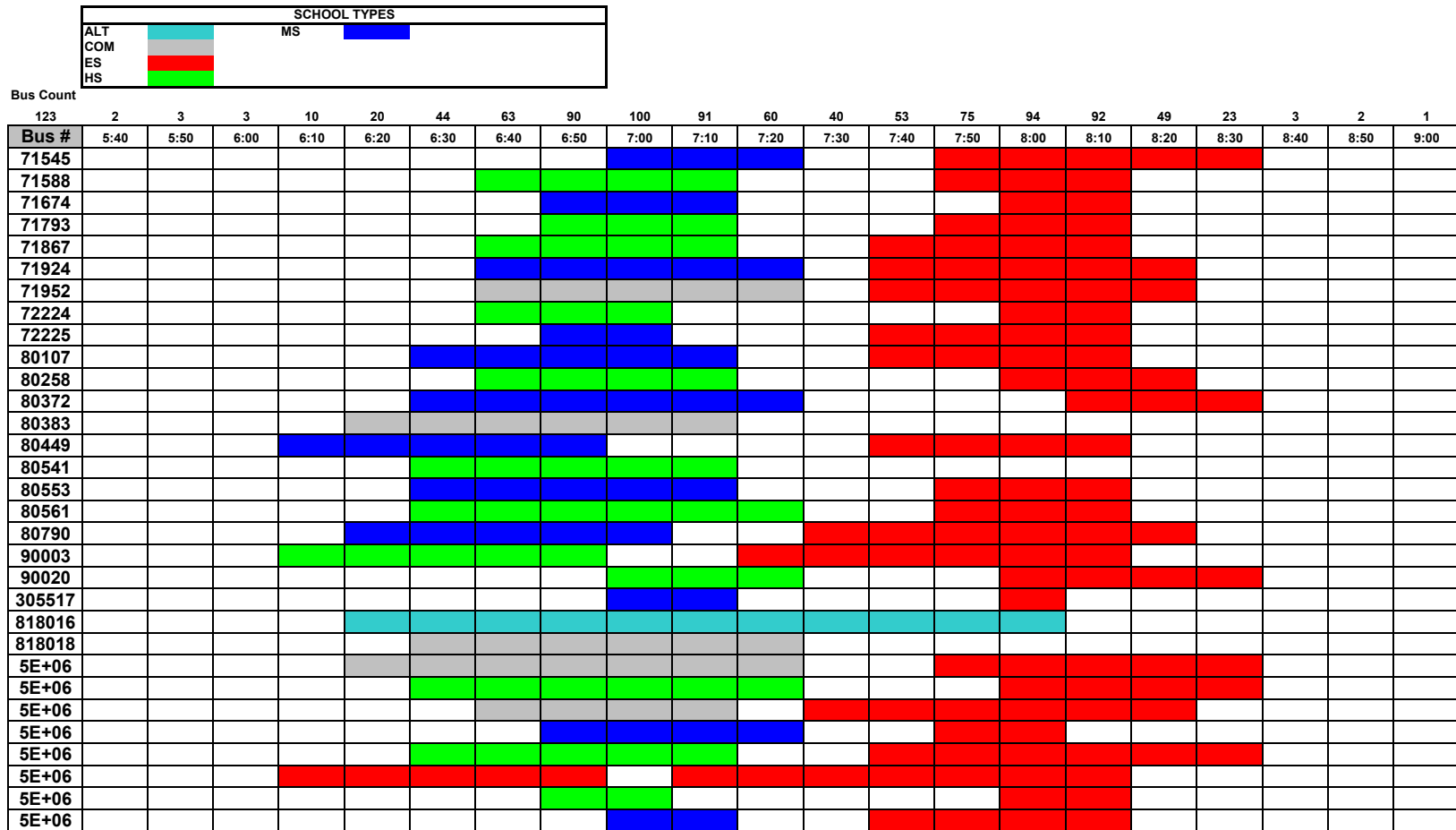
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BEAUFORT COUNTY SCHOOL DISTRICT Public Schools AM Resource Utilization Timeline



SCHOOL TYPES	
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BEAUFORT COUNTY SCHOOL DISTRICT Public Schools AM Resource Utilization Timeline





BEAUFORT COUNTY SCHOOL DISTRICT Public Schools AM Resource Utilization Timeline

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BEAUFORT COUNTY SCHOOL DISTRICT Public Schools AM Resource Utilization Timeline

SCHOOL TYPES		
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SP ED		14.5

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BEAUFORT COUNTY SCHOOL DISTRICT Public Schools AM Resource Utilization Timeline

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SP ED		14.5

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BEAUFORT COUNTY SCHOOL DISTRICT Public Schools PM Resource Utilization Timeline

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BEAUFORT COUNTY SCHOOL DISTRICT Public Schools PM Resource Utilization Timeline

SCHOOL TYPES		
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SP ED		14

Bus Count

	120	3	2	2	3	3	7	86	106	94	53	35	41	69	81	78	58	40	25	18	8	1
Bus #	1:40	1:50	2:00	2:10	2:20	2:30	2:40	2:50	3:00	3:10	3:20	3:30	3:40	3:50	4:00	4:10	4:20	4:30	4:40	4:50	5:00	
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35815																						
35820																						
35823																						



BEAUFORT COUNTY SCHOOL DISTRICT Public Schools PM Resource Utilization Timeline

SCHOOL TYPES		
Regular		106
SP ED		14

Bus Count

	120	3	2	2	3	3	7	86	106	94	53	35	41	69	81	78	58	40	25	18	8	1
Bus #	1:40	1:50	2:00	2:10	2:20	2:30	2:40	2:50	3:00	3:10	3:20	3:30	3:40	3:50	4:00	4:10	4:20	4:30	4:40	4:50	5:00	
35845																						
35960																						
36089																						
36575																						
36647																						
36676																						
36807																						
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37119																						
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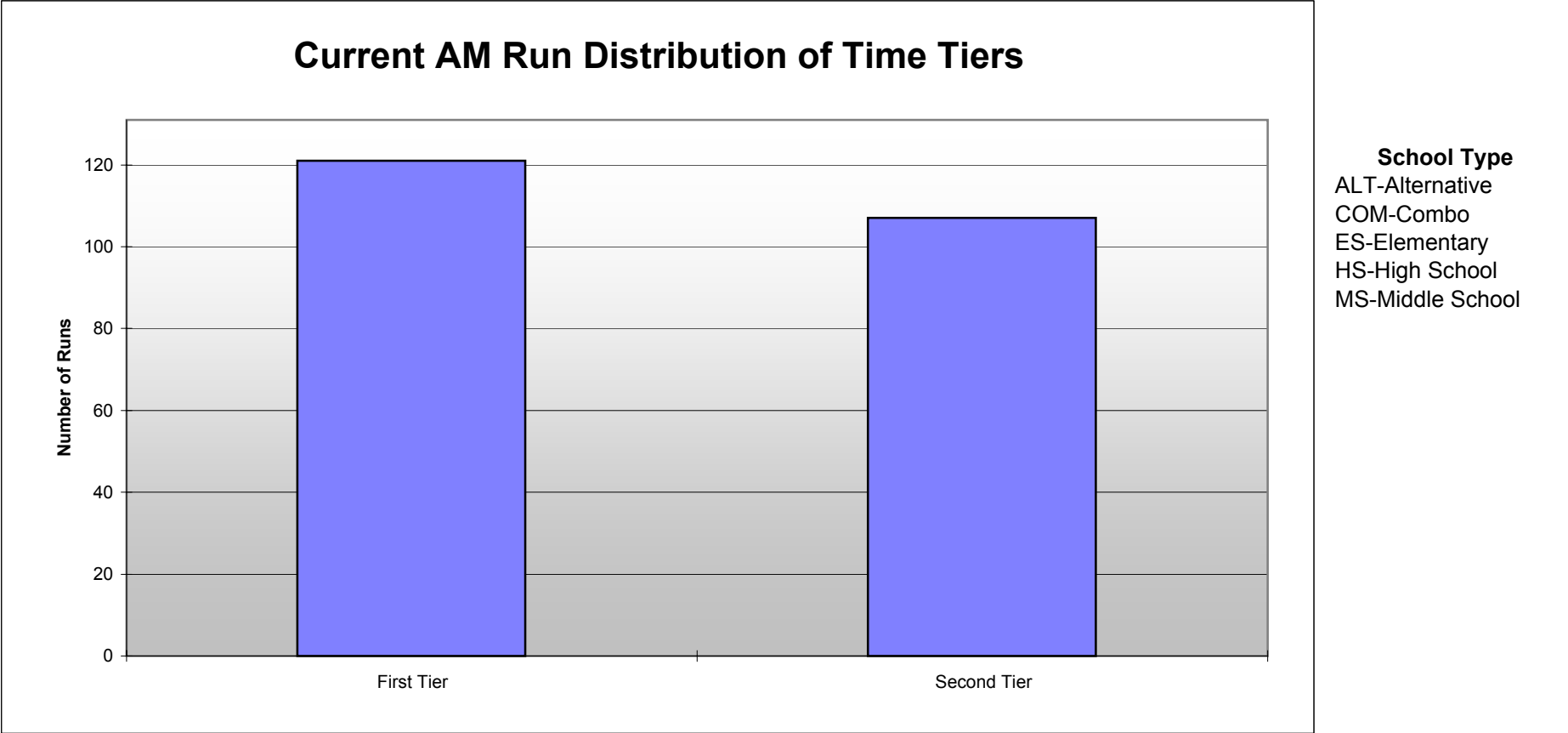
BEAUFORT COUNTY SCHOOL DISTRICT Public Schools PM Resource Utilization Timeline

SCHOOL TYPES		
Regular		106
SP ED		14

Bus Count

	120	3	2	2	3	7	86	106	94	53	35	41	69	81	78	58	40	25	18	8	1
Bus #	1:40	1:50	2:00	2:10	2:20	2:30	2:40	2:50	3:00	3:10	3:20	3:30	3:40	3:50	4:00	4:10	4:20	4:30	4:40	4:50	5:00
71307																					
71354																					
71386																					
71431																					
71462																					
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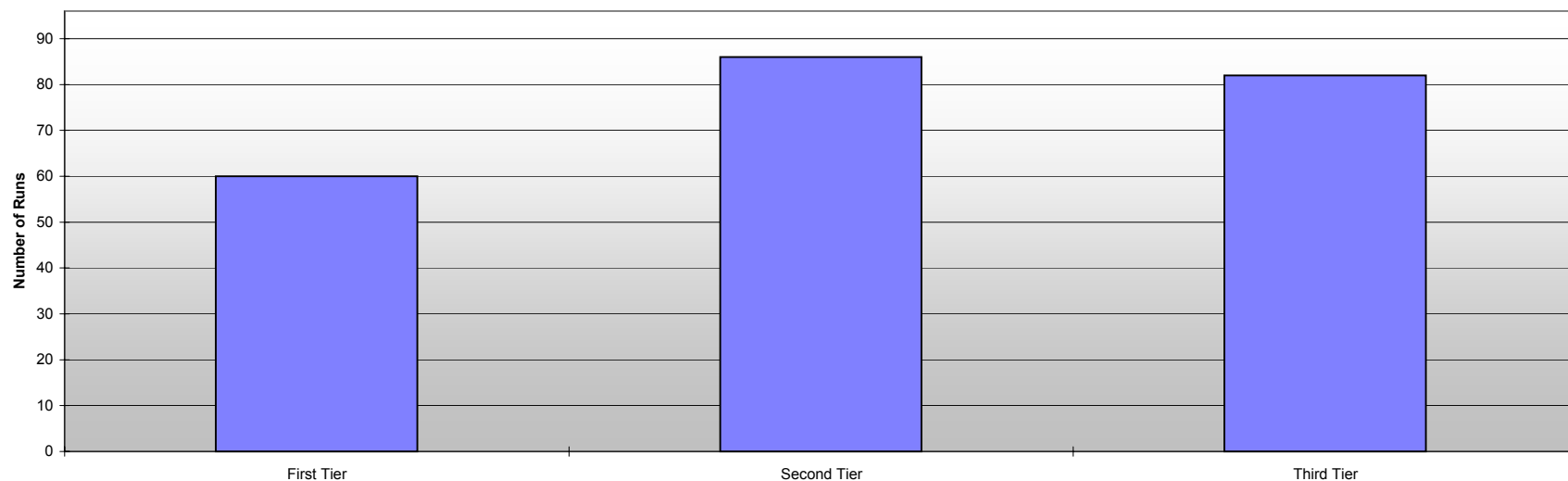
BEAUFORT COUNTY SCHOOL DISTRICT



First Tier				Second Tier			
7:15 / 8:00				8:15 / 9:00			
School	Type	TIME	# of Runs	School	Type	TIME	# of Runs
ACE	ALT	8:00	4	BEAUFORT ELEM	ES	8:15	4
BATTERY CREEK HS	HS	7:40	16	BES_MOES	COM	8:15	1
BCHS_RSMS	COM	7:30	3	BFT_BHS	COM	8:15	1
BCHS_RSMS_BMS	COM	7:30	1	BFT ELEM_BROAD RVR_SHELL	COM	8:15	1
BCHS_SHANKLIN	COM	7:40	1	BFT MOES_BEL	COM	8:45	1
BEAUFORT HS	HS	7:40	16	BLUFFTON ELEM	ES	8:45	8
BEAUFORT MS	MS	7:30	6	BROAD RIVER ELEM	ES	8:30	7
BHS_LIMS	COM	7:40	1	COOSA	ES	8:30	5
BLUFFTON HS	HS	7:45	9	DAVIS ELEM	ES	8:45	6
HILTON HEAD HS	HS	7:45	8	HH INT L BAC_CREATIVE A	ES	8:45	15
HILTON HEAD HS_MS	COM	7:45	1	HILTON HEAD EARLY CHILDHO	ES	9:00	5
HILTON HEAD MS	MS	7:40	13	LADY S ISLAND ELEM	ES	8:30	6
LADY S ISLAND MS	MS	7:45	9	MC RILEY ELEM	ES	8:45	4
LIM_BHS_BMS	COM	7:30	1	MOSSY OAKS ELEM	ES	8:15	2
MC CRAKEN MS	MS	7:30	11	OKATIE ELEM	ES	8:45	9
MC CRAKEN_BLUFF HS	COM	7:15	2	PORT ROYAL ELEM	ES	8:15	1
ROBERT SMALLS MS	MS	7:30	9	RIGHT CHOICE	ALT	8:15	2
RSMS_BCHS	COM	7:30	1	SHANKLIN ELEM	ES	8:45	8
WHALE BRANCH MS	MS	7:30	9	SHELL POINT ELEM	ES	8:30	4
				ST HELENA ELEM	ES	8:30	6
				ST HELENA ELEM_EARLY CTR	ES	8:30	2
				WHALE BRANCH ELEM	ES	8:30	9
First				Second			
# of Runs			121				107
				Total Runs # of buses			
				228 123			

# BEAUFORT COUNTY SCHOOL DISTRICT

## PLAN A AM Run Distribution of Time Tiers



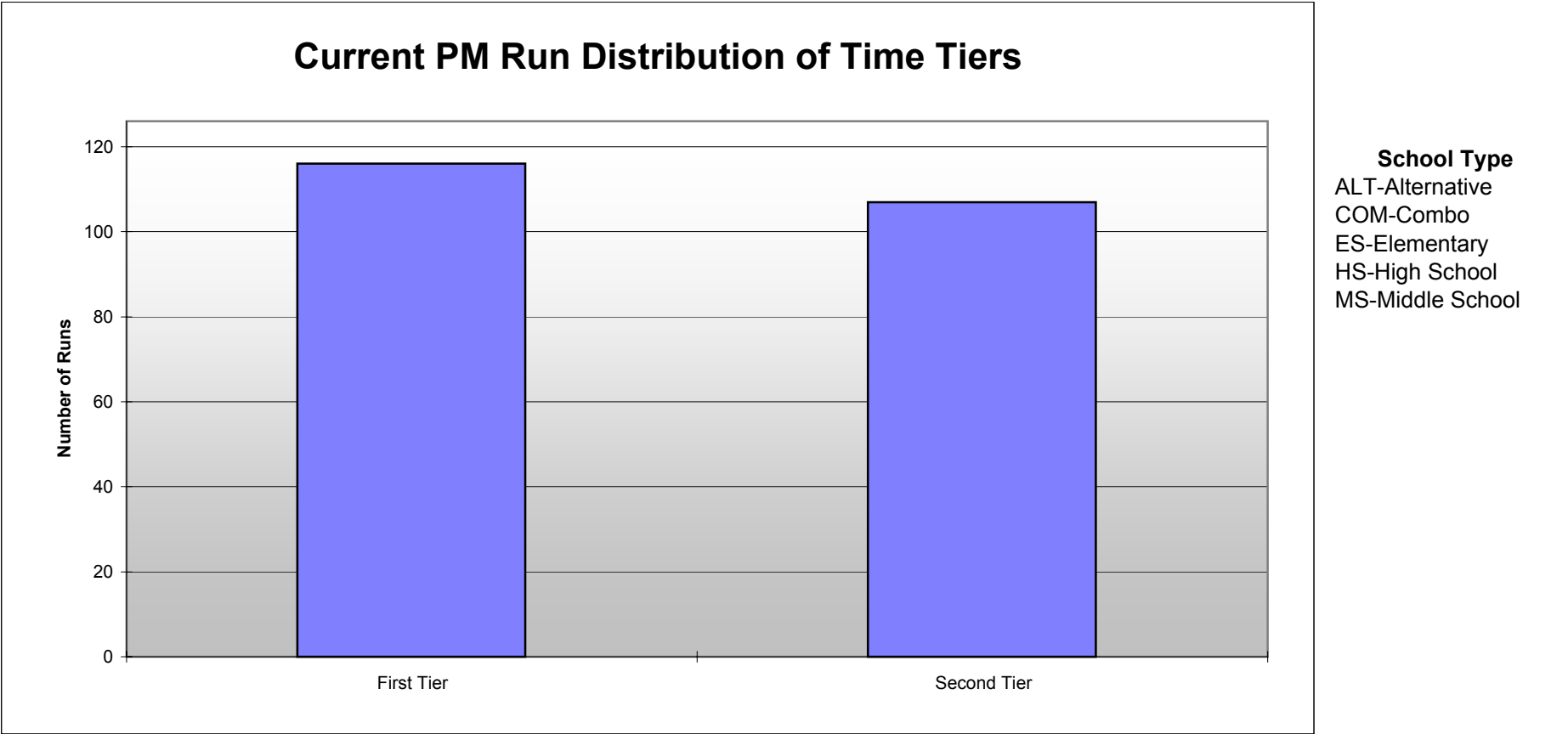
**School Type**  
 ALT-Alternative  
 COM-Combo  
 ES-Elementary  
 HS-High School  
 MS-Middle School

First Tier 7:00 / 7:45				Second Tier 7:50 / 8:15				Third Tier 8:45 / 8:45			
School	Type	TIME	# of Runs	School	Type	TIME	# of Runs	School	Type	TIME	# of Runs
BATTERY CREEK HS - 1ADJ	HS	7:00	16	ACE	ALT	8:00	4	BEAUFORT ELEM - 1ADJ	ES	8:45	4
BCHS_RSMS	COM	7:30	3	BEAUFORT MS - 1ADJ	MS	7:50	6	BFT MOES_BEL	COM	8:45	1
BCHS_RSMS_BMS	COM	7:30	1	BES_MOES	COM	8:15	1	DAVIS ELEM - 1ADJ	ES	8:45	6
BCHS_SHANKLIN	COM	7:40	1	BFT_BHS	COM	8:15	1	HH INT L BAC _ CREATIVE A - 1ADJ	ES	8:45	15
BEAUFORT HS - 1ADJ	HS	7:00	16	BFT ELEM_BROAD RVR_SHELL	COM	8:15	1	HILTON HEAD EARLY CHILDHO - 1ADJ	ES	8:45	5
BHS_LIMS	COM	7:40	1	BLUFFTON ELEM - 1ADJ	ES	7:50	8	LADY S ISLAND ELEM - 1ADJ	ES	8:45	6
BLUFFTON HS - 1ADJ	HS	7:00	9	BROAD RIVER ELEM - 1ADJ	ES	7:50	7	MC RILEY ELEM - 1ADJ	ES	8:45	4
HILTON HEAD HS - 1ADJ	HS	7:00	8	COOSA - 1ADJ	ES	7:50	5	MOSSY OAKS ELEM - 1ADJ	ES	8:45	2
HILTON HEAD HS_MS	COM	7:45	1	HILTON HEAD MS - 1ADJ	MS	7:50	13	OKATIE ELEM - 1ADJ	ES	8:45	9
LIM_BHS_BMS	COM	7:30	1	LADY S ISLAND MS - 1ADJ	MS	7:50	9	PORT ROYAL ELEM - 1ADJ	ES	8:45	1
MC CRAKEN_BLUFF HS	COM	7:15	2	MC CRAKEN MS - 1ADJ	MS	7:50	11	SHANKLIN ELEM - 1ADJ	ES	8:45	8
RSMS_BCHS	COM	7:30	1	RIGHT CHOICE	ALT	8:15	2	SHELL POINT ELEM - 1ADJ	ES	8:45	4
				ROBERT SMALLS MS - 1ADJ	MS	7:50	9	ST HELENA ELEM - 1ADJ	ES	8:45	6
				WHALE BRANCH MS - 1ADJ	MS	7:50	9	ST HELENA ELEM_EARLY CTR - 1ADJ	ES	8:45	2
								WHALE BRANCH ELEM - 1ADJ	ES	8:45	9
First				Second				Third			
# of Runs				60				86			

Total Runs # of buses  
228



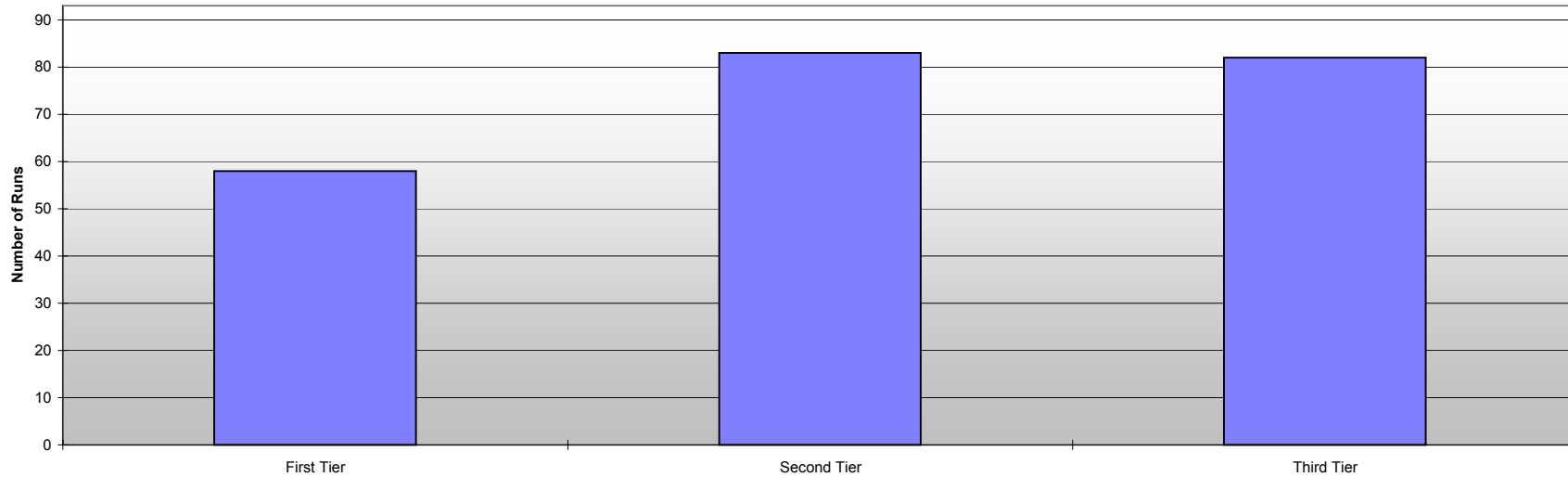
BEAUFORT COUNTY SCHOOL DISTRICT



First Tier 1:30 / 2:34				Second Tier 2:35 / 3:30			
School	Type	TIME	# of Runs	School	Type	TIME	# of Runs
ACE	ALT	1:30	3	BEAUFORT ELEM	ES	3:15	3
BATTERY CREEK HS	HS	2:30	15	BEAUFORT MS	MS	2:35	5
BCHS _ RSMS	COM	2:30	3	BFT ELEM_BROAD RVR_SHELL	COM	3:15	1
BCHS_RSMS_BMS	COM	2:30	1	BFT MOES_BEL	COM	3:15	1
BCHS_SHANKLIN	COM	2:30	1	BLUFFTON ELEM	ES	3:30	8
BEAUFORT HS	HS	2:30	17	BROAD RIVER _SHANKLIN	ES	3:05	1
BHS_LIMS	COM	2:30	1	BROAD RIVER ELEM	ES	3:05	5
BLUFFTON HS	HS	2:30	9	COOSA	ES	3:10	6
BLUFFTON HS_MCCRACKEN	COM	2:30	1	DAVIS ELEM	ES	3:20	5
HILTON HEAD HS	HS	2:30	8	HH INT L BAC _ CREATIVE A	ES	3:30	15
HILTON HEAD HS_MS	COM	2:30	1	HILTON HEAD EARLY CHILDHO	ES	3:30	5
HILTON HEAD MS	MS	2:27	13	LADY S ISLAND ELEM	ES	3:30	4
LADY S ISLAND MS	MS	2:30	9	MC RILEY ELEM	ES	3:30	4
LIM_BHS_BMS	COM	2:30	1	MOSSY OAKS ELEM	ES	3:15	2
MC CRAKEN MS	MS	2:30	11	OKATIE ELEM	ES	3:30	10
MC CRAKEN_BLUFF HS	COM	2:30	1	PORT ROYAL ELEM	ES	3:15	1
RIGHT CHOICE	ALT	2:30	2	SHANKLIN ELEM	ES	3:15	7
ROBERT SMALLS MS	MS	2:30	9	SHELL POINT ELEM	ES	3:15	4
RSMS_BCHS	COM	2:30	1	ST HELENA ELEM	ES	3:15	6
WHALE BRANCH MS	MS	2:34	9	ST HELENA ELEM_EARLY CTR	ES	3:15	3
				WHALE BRANCH ELEM	ES	3:15	11
First				Second			
# of Runs			116				107
				Total Runs # of buses			
				223 120			

# BEAUFORT COUNTY SCHOOL DISTRICT

## PLAN A PM Run Distribution of Time Tiers



**School Type**  
 ALT-Alternative  
 COM-Combo  
 ES-Elementary  
 HS-High School  
 MS-Middle School

First Tier 1:30 / 2:25				Second Tier 2:26 / 2:57				Third Tier 2:58 / 3:45			
School	Type	TIME	# of Runs	School	Type	TIME	# of Runs	School	Type	TIME	# of Runs
ACE	ALT	1:30	3	BCHS_RSMS	COM	2:30	3	BEAUFORT ELEM - 1ADJ	ES	3:45	3
BATTERY CREEK HS - 1ADJ	HS	1:50	15	BCHS_RSMS_BMS	COM	2:30	1	BFT ELEM_BROAD RVR_SHELL	COM	3:15	1
BEAUFORT HS - 1ADJ	HS	1:50	17	BCHS_SHANKLIN	COM	2:30	1	BFT MOES_BEL	COM	3:15	1
BLUFFTON HS - 1ADJ	HS	1:45	9	BEAUFORT MS - 1ADJ	MS	2:55	5	DAVIS ELEM - 1ADJ	ES	3:20	5
BROAD RIVER_SHANKLIN - 1A	ES	2:25	1	BHS_LIMS	COM	2:30	1	HH INT L BAC_CREATIVE A - 1ADJ	ES	3:30	15
BROAD RIVER ELEM - 1ADJ	ES	2:25	5	BLUFFTON ELEM - 1ADJ	ES	2:35	8	HILTON HEAD EARLY CHILDHO - 1ADJ	ES	3:15	5
HILTON HEAD HS - 1ADJ	HS	1:45	8	BLUFFTON HS_MCCRACKEN	COM	2:30	1	LADY S ISLAND ELEM - 1ADJ	ES	3:45	4
				COOSA - 1ADJ	ES	2:30	6	MC RILEY ELEM - 1ADJ	ES	3:30	4
				HILTON HEAD HS_MS	COM	2:30	1	MOSSY OAKS ELEM - 1ADJ	ES	3:45	2
				HILTON HEAD MS - 1ADJ	MS	2:37	13	OKATIE ELEM - 1ADJ	ES	3:30	10
				LADY S ISLAND MS - 1ADJ	MS	2:35	9	PORT ROYAL ELEM - 1ADJ	ES	3:45	1
				LIM_BHS_BMS	COM	2:30	1	SHANKLIN ELEM - 1ADJ	ES	3:15	7
				MC CRAKEN MS - 1ADJ	MS	2:50	11	SHELL POINT ELEM - 1ADJ	ES	3:30	4
				MC CRAKEN_BLUFF HS	COM	2:30	1	ST HELENA ELEM - 1ADJ	ES	3:30	6
				RIGHT CHOICE	ALT	2:30	2	ST HELENA ELEM_EARLY CTR - 1ADJ	ES	3:30	3
				ROBERT SMALLS MS - 1ADJ	MS	2:50	9	WHALE BRANCH ELEM - 1ADJ	ES	3:30	11
				RSMS_BCHS	COM	2:30	1				
				WHALE BRANCH MS - 1ADJ	MS	2:54	9				
First				Second				Third			
# of Runs											
58				83				82			

Total Runs # of buses  
 223